



King County

King County Employee Survey - 2012

Department Results and Analysis

Department of Executive Services



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Department of Executive Services (DES) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help DES as they target their responses to these data.

To put the data in this report into context, it is important to highlight the many large County-wide change efforts DES divisions activated in the last year. As the primary internal service provider, many of the changes the county workforce experienced were launched by DES employees. For example, while many offices across the county relocated and consolidated space, the Facilities Management Division (FMD) planned, coordinated and executed all the moves while simultaneously moving and reducing their own space. The Accountable Business Transformation Program and the Business Resources Center (ABT/BRC) worked countywide to unite financial, human resource and payroll business systems. The new integrated enterprise wide systems went live in January 2012. The Finance and Benefits Operation Division (FBOD) and Human Resources Division (HRD) worked in concert with ABT to completely update all county financial, human resource and payroll operations for while supporting the impacts on their own agencies as well as all County departments. Change of this magnitude is stressful for individual employees and for the organization. This survey data gives leadership comprehensive information to understand the most significant stress points in the organization and take action to support employees to do their best work. .

Key Findings

- When compared to King County employees overall, DES employees on average indicate lower perceptions about their jobs and work environment. Of note is that generally DES divisions are consistent with or more positive than King County overall with the exception of FMD. Because FMD employees comprise a large percent of DES responses and have lower perceptions than King County overall, the average DES scores are lowered. FMD employees mirrored other general labor and law enforcement (security) results in the county that showed less positive scores than other job positions.
- ABT/BRC employees are more engaged than employees from other DES divisions. They report more positive perceptions of their supervisors and feel more respect from both within and outside their division. They rate their perceptions of performance communication quite highly and are largely satisfied with their managers. They feel their division is quite reflective of the King County guiding principles.

- FBOD employees' responses are consistent with King County responses overall. They are moderately engaged and somewhat connected to King County guiding principles. They report only moderate levels of workplace respect and do not necessarily feel they have adequate tools and resources to perform at their optimum levels. They are very positive about customer service and the extent to which employees in their division strive to provide highest quality customer service.
- FMD employees have lower perceptions about their work and work environment. They are less engaged and are less likely to indicate they are proud of working for King County or that they would recommend the County as a good place to work. They are lower about their perceptions of supervision, management, and performance communication. They do not report that they have the tools and resources to perform and do not feel connected to the mission and goals of their organization.
- HRD employees are strongly identified with their organization and are very proud to work for King County. They overwhelmingly would recommend King County as a good place to work. They are satisfied with their professional development opportunities and are more positive than King County employees overall about their role in continuous improvement efforts. Despite the otherwise positive responses by HRD employees, they are only moderate in their perceptions of supervisors and the performance communication they receive.
- Office of Emergency Management (OEM) employees are somewhat more positive about their jobs and their organization than DES overall. Their scores are consistent with the rest of the King County organization. Interestingly, they are less convinced that their skills match their job responsibilities, though they remain strongly identified with their organization and would recommend it as a good place to work. Additionally, they believe their division provides excellent customer service. They are not satisfied with performance communication, which may be areas for future improvement within the division.
- Though they are a smaller work group, Office of Risk Management (ORM) employees report the highest satisfaction across variables within DES. They are also very positive when compared to King County overall. These employees are highly engaged and feel strongly that they contribute to the mission and goals of their organization. Unusually, they do not feel overworked and feel they have the tools and resources to do good work. ORM employees are very positive about key indicators of engagement: they report strong positive perceptions of supervisors and the performance communication they receive. And, unusual for this study, they are also quite positive about their management.
- Records and Licensing Services (RALS) responses are consistent with the rest of the DES organization, which are somewhat lower than King County overall. Employees are only moderately engaged at work, and feel overworked and under-resourced. These employees report lower perceptions about their supervision and quite low perceptions of their managers. They also have lower perceptions about the way in which their organization reflects the guiding principles of King County.
- "Other" employees work in the Director's Office, Office of Civil Rights, Alternative Dispute Resolution, and the Board of Ethics. These employees report consistently more positive

responses across questions when compared to other DES employees in this study. Employees are highly engaged and strongly identified with their organizations. The vast majority is proud to work at King County, think very positively of the work that they do and the capabilities they bring in order to do it, and would definitely recommend the County as a good place to work. They have positive perceptions of both their supervisors and managers, and they believe their organizations are reflective of the County's guiding principles.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.
- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses. The charts on this and the following page report the composite data for King County employees overall, Department of Executive Services overall, and each of the divisions within DES.

STUDY MEASURE	OVERALL	DES
Organizational Identification	4.09	3.91
Personal Capabilities	3.87	3.68
Customer Service	3.80	3.64
Mission and Goals	3.76	3.47
Professional Development	3.68	3.52
Respect	3.66	3.39
Employee Engagement	3.59	3.36
Tools and Resources	3.51	3.20
Teamwork	3.48	3.24
Supervision	3.42	3.15
Guiding Principles	3.41	3.12
Performance Communication	3.36	3.10
Continuous Improvement	3.14	3.05
Management	3.00	2.86

As a group, DES employees report somewhat lower scores overall than do employees from other departments at King County. In particular, they are somewhat less engaged and they report lower connection to the guiding principles and mission and goals. .

Differences Across DES Divisions

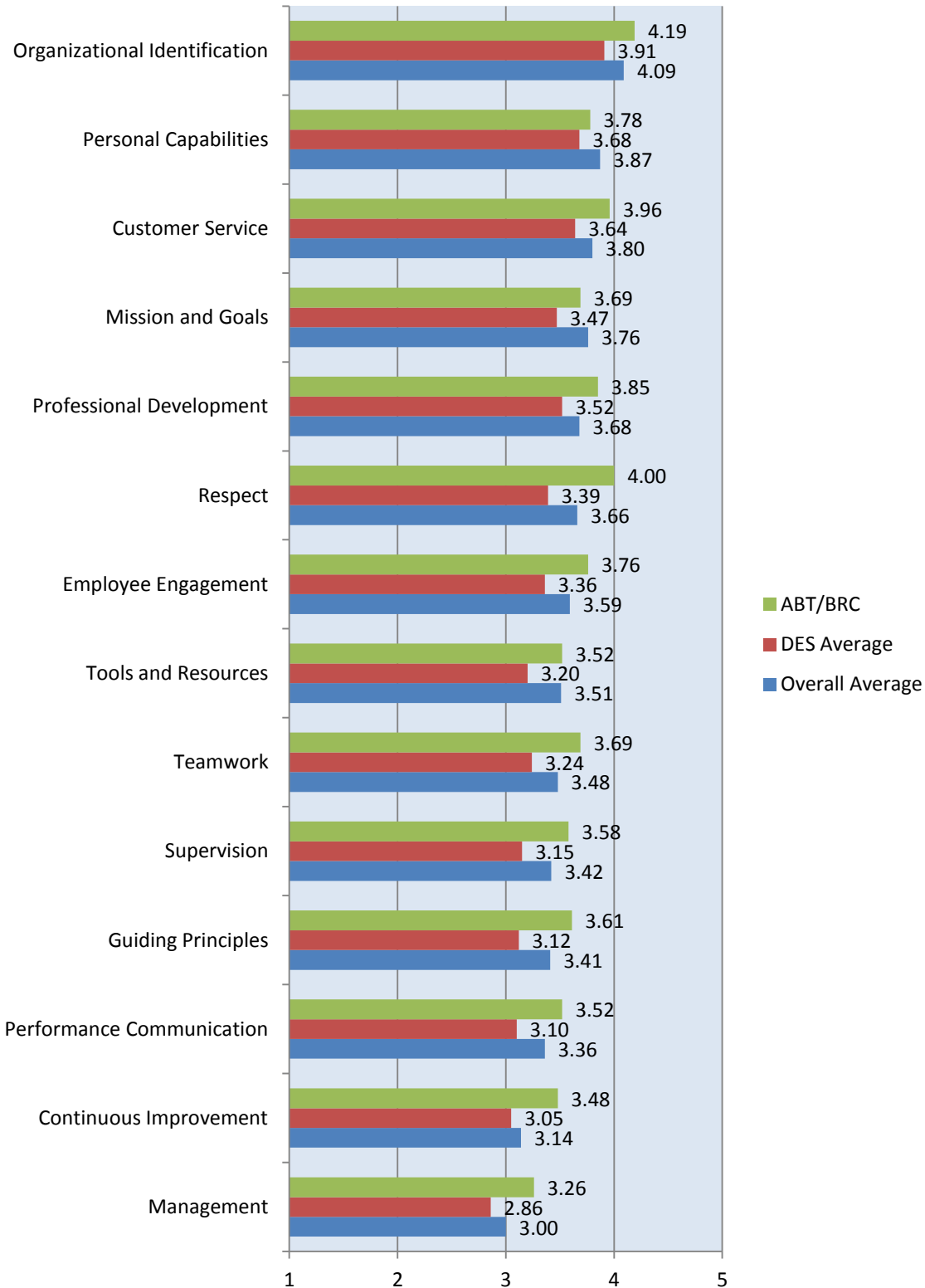
With few exceptions, employees at DES do not differ widely across issues related to their individual experience of the work environment (personal capabilities, identification, etc.) between divisions. However, they do report wide variation in responses related their supervision and management. They also differ a great deal regarding connection to King County initiatives such as continuous improvement and the guiding principles.

STUDY MEASURE	ABT/ BRC	FBOD	FMD	HRD	OEM	ORM	RALS	OTHER
Organizational Identification	4.19	4.02	3.63	4.09	4.19	4.41	3.92	4.25
Personal Capabilities	3.78	3.77	3.51	3.74	3.65	4.24	3.75	3.92
Customer Service	3.96	3.95	3.20	3.98	4.09	4.03	3.68	4.13
Mission and Goals	3.69	3.60	3.13	3.60	3.81	4.13	3.55	4.10
Professional Development	3.85	3.69	3.15	3.77	3.61	4.06	3.65	3.99
Respect	4.00	3.53	2.95	3.68	3.96	4.20	3.36	3.94
Employee Engagement	3.76	3.44	3.02	3.65	3.60	4.13	3.33	3.98
Tools and Resources	3.52	3.36	2.85	3.47	3.18	4.29	3.21	3.62
Teamwork	3.69	3.41	2.87	3.47	3.54	4.08	3.14	3.85
Supervision	3.58	3.24	2.71	3.46	3.49	4.22	3.24	3.88
Guiding Principles	3.61	3.39	2.66	3.46	3.21	3.79	3.10	3.72
Performance Communication	3.52	3.24	2.66	3.28	3.41	4.00	3.15	3.96
Continuous Improvement	3.48	3.15	2.59	3.50	3.26	3.83	3.11	3.88
Management	3.26	3.12	2.42	3.25	3.19	3.78	2.76	3.69

As the chart illustrates, scores across DES are mixed, with some divisions showing much higher scores than others.

- ORM reports much more positive perceptions across nearly every measure.
- HRD, RALS, and FBOD have scores consistent with both each other and with DES overall.
- ABT scores are somewhat above the average, primarily in areas related to management, supervision, performance, and guiding principles.
- FMD reports much lower scores across variables than other divisions, particularly in the areas of guiding principles, customer service, and continuous improvement.
- Employees in the “Other” category report much more positive responses across items than other DES employees.

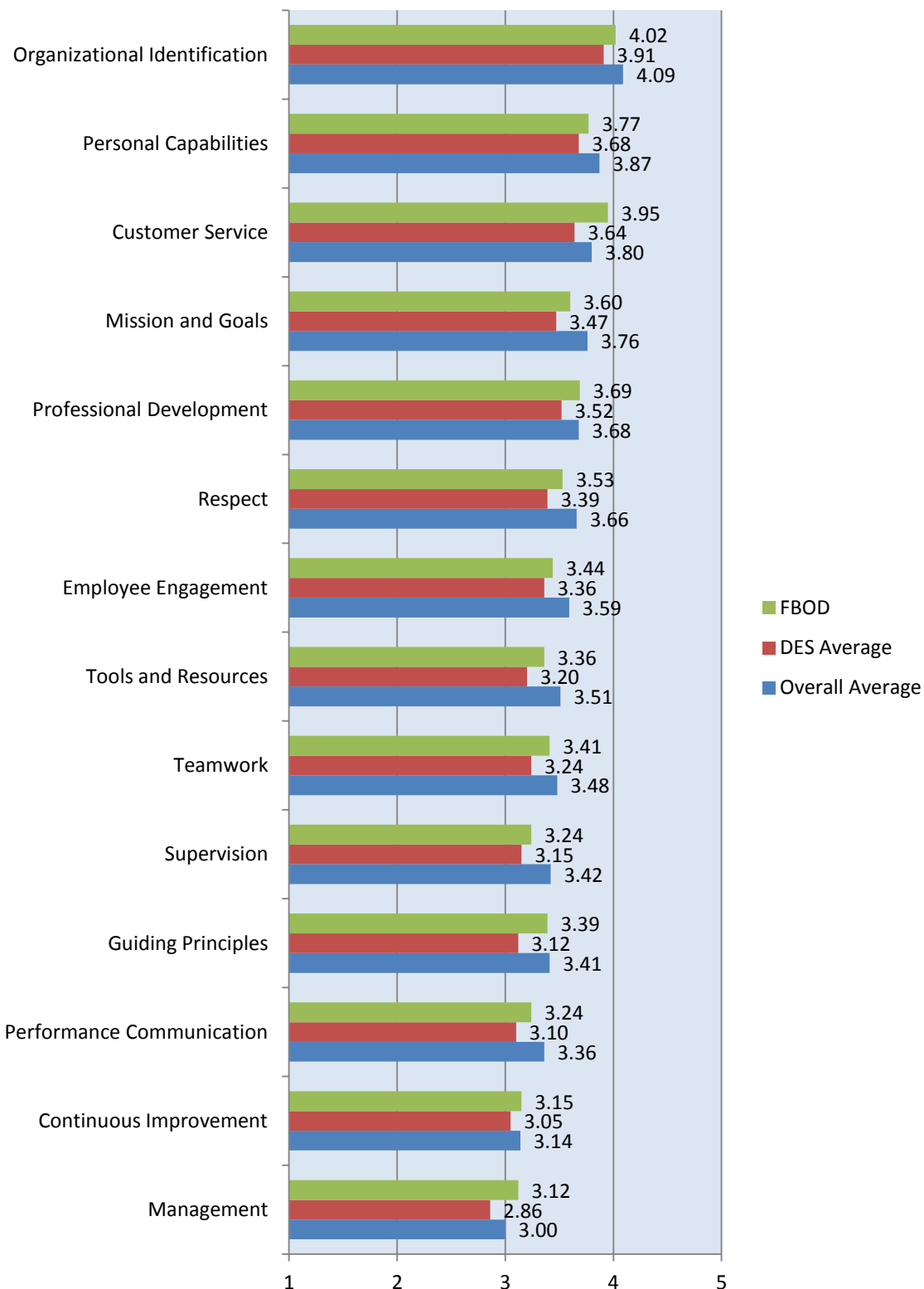
Accountable Business Transformation/Business Resources Center (ABT/BRC)



ACCOUNTABLE BUSINESS TRANSFORMATION/BUSINESS RESOURCES CENTER RESULTS SUMMARY

- ABT employees are slightly more satisfied overall than their counterparts at DES. Employees provide responses which are higher than DES' overall averages in all variables.
- ABT employees are more engaged and they report somewhat higher levels of organization identification. Further, they are somewhat more connected to both customer service and the mission and goals of the organization.
- ABT employees rate the respect with which employees are treated and with which they treat each other as much higher than DES employees overall.
- ABT employees also report more positive perceptions of their supervision and their management. They are also much more satisfied with the performance communication they receive. All of these are related to each other and suggest that the supervisors and managers are working diligently at ABT to create an environment in which employees feel a great deal of support and teamwork.
- ABT employees report feeling connected to the King County guiding principles; they are also focused on continuous improvement.

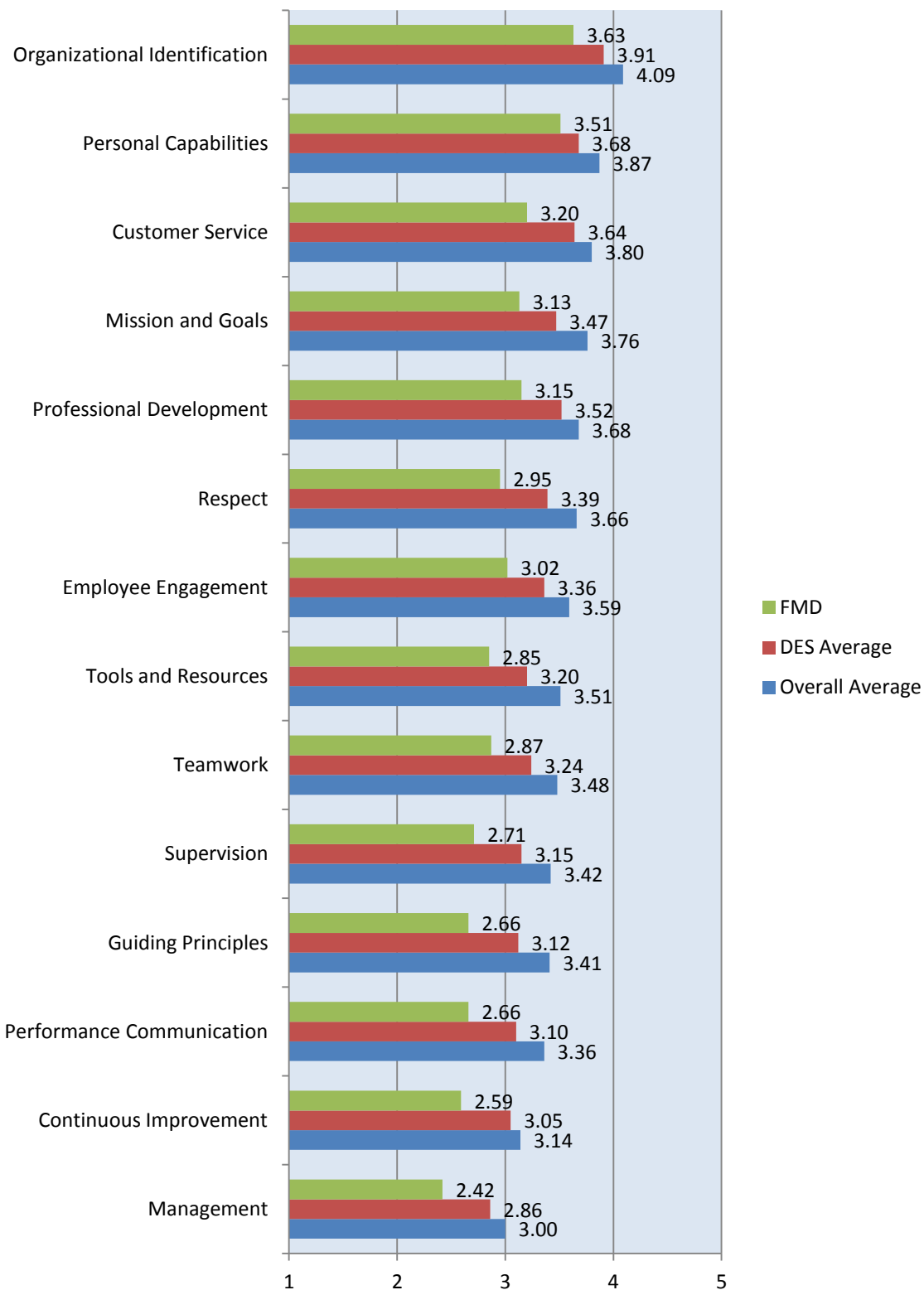
Finance and Benefits Operations Division (FBOD)



FINANCE AND BENEFITS OPERATIONS DIVISION RESULTS SUMMARY

- FBOD employees are about as positive about their work environment as DES overall, but are less satisfied than King County employees overall in a few areas.
- FBOD employees report moderate levels of employee engagement and are largely identified with their jobs. They report being somewhat more connected to King County's guiding principles.
- Employees report only moderate perceptions of respect and tools and resources to do their jobs, which may be areas FBOD leadership will want to investigate as areas for potential improvement. The ABT Program put significant strain on FBOD and likely impacted scores relating to tools and resources.
- Of particular interest is that FBOD employees are more positive in their perceptions of customer service than are other employees at DES. They are positive about the Division's work to provide high levels of customer service and to both solicit and use customer feedback to improve.
- FBOD employees report roughly the same moderate perceptions of supervisors as do employees from DES overall. Of note, however, is that they perceive their management somewhat more positively than either DES overall or King County employees overall.
- FBOD employees largely believe in their own capabilities to do their jobs, but like the rest of the DES organization, feel more moderate about their opportunities for training and professional development.
- FBOD employees, like DES and King County overall, are also more moderate about continuous improvement. Given its relationship to employee engagement, these may be areas for future investigation as the Division seeks to use this data to drive improvements.

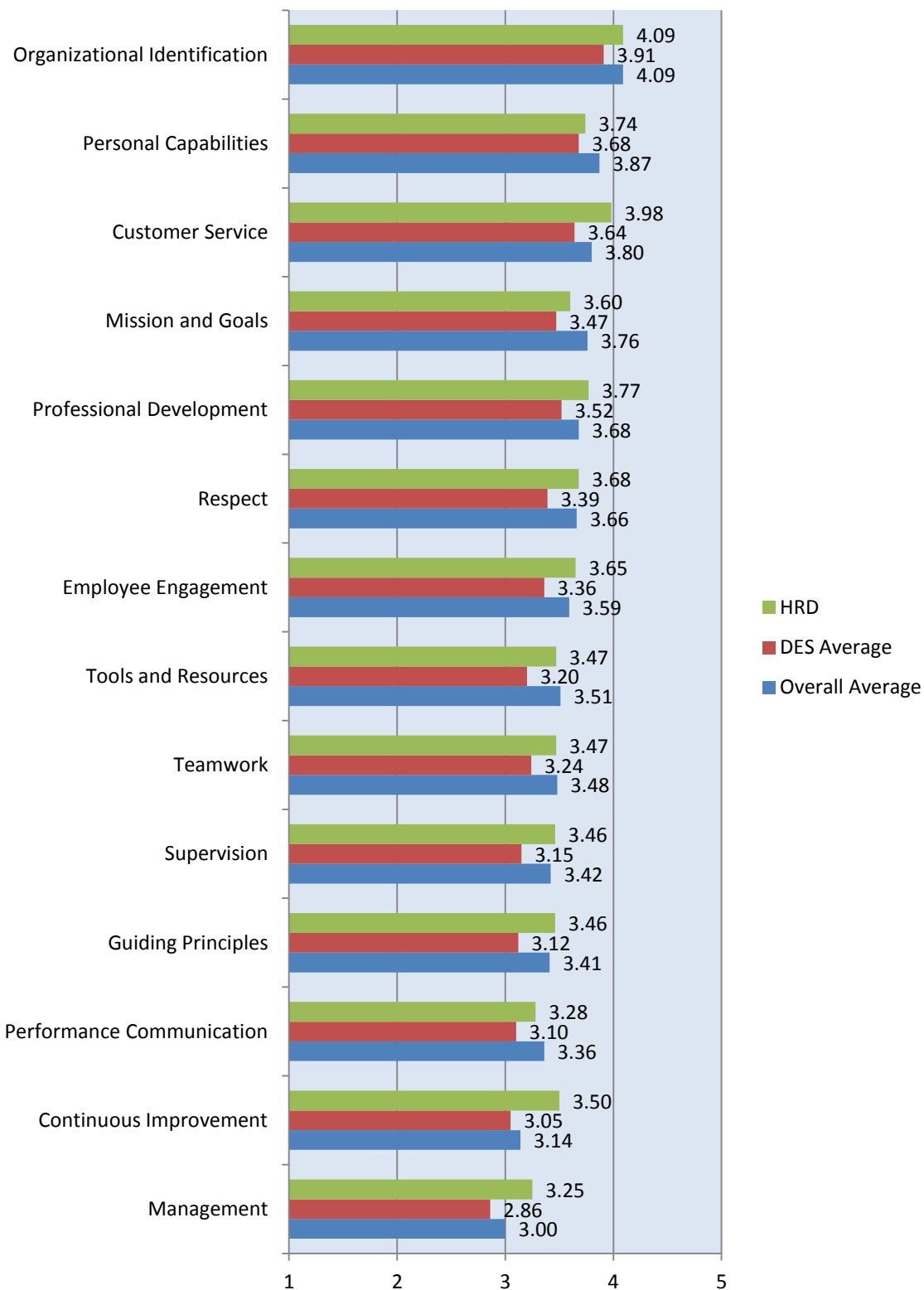
Facilities Management Division (FMD)



FACILITIES MANAGEMENT DIVISION RESULTS SUMMARY

- FMD employees have lower satisfaction with their work environment and leadership than other DES divisions as well as King County overall providing good insight into areas for improvement.
- Employees are somewhat less engaged with their jobs and are less identified with their organization. They report lower scores of being proud to work for King County and are much less likely to recommend King County as a good place to work.
- FMD employees report lower perceptions of both respect from others at King County and within their own division. Similarly, they report less positive perceptions of teamwork.
- FMD employees indicate a lower connection to the mission and goals of their organization, as well as to customer service and continuous improvement initiatives.
- These employees are somewhat less positive about both the tools and resources they have to do their jobs and their opportunities for professional development. They are also somewhat less confident in their own capabilities than King County employees overall, but about the same as other DES employees.
- FMD employees are much less positive about their supervision than other DES employees. These employees report a lack of connection to King County's guiding principles and do not feel their supervisors provide them the performance communication necessary to be successful in their jobs.
- FMD employees' perceptions of management are quite low with few employees providing positive responses.
- Given the diversity of locations and shifts at FMD, employees have less direct contact with managers and leaders. This may impact the lower scores employees give to supervisors and supervisory performance communication, both predictors of employee engagement across King County.
- The position data later in this report shows lower scores countywide for general labor and law enforcement (security) workforce members.

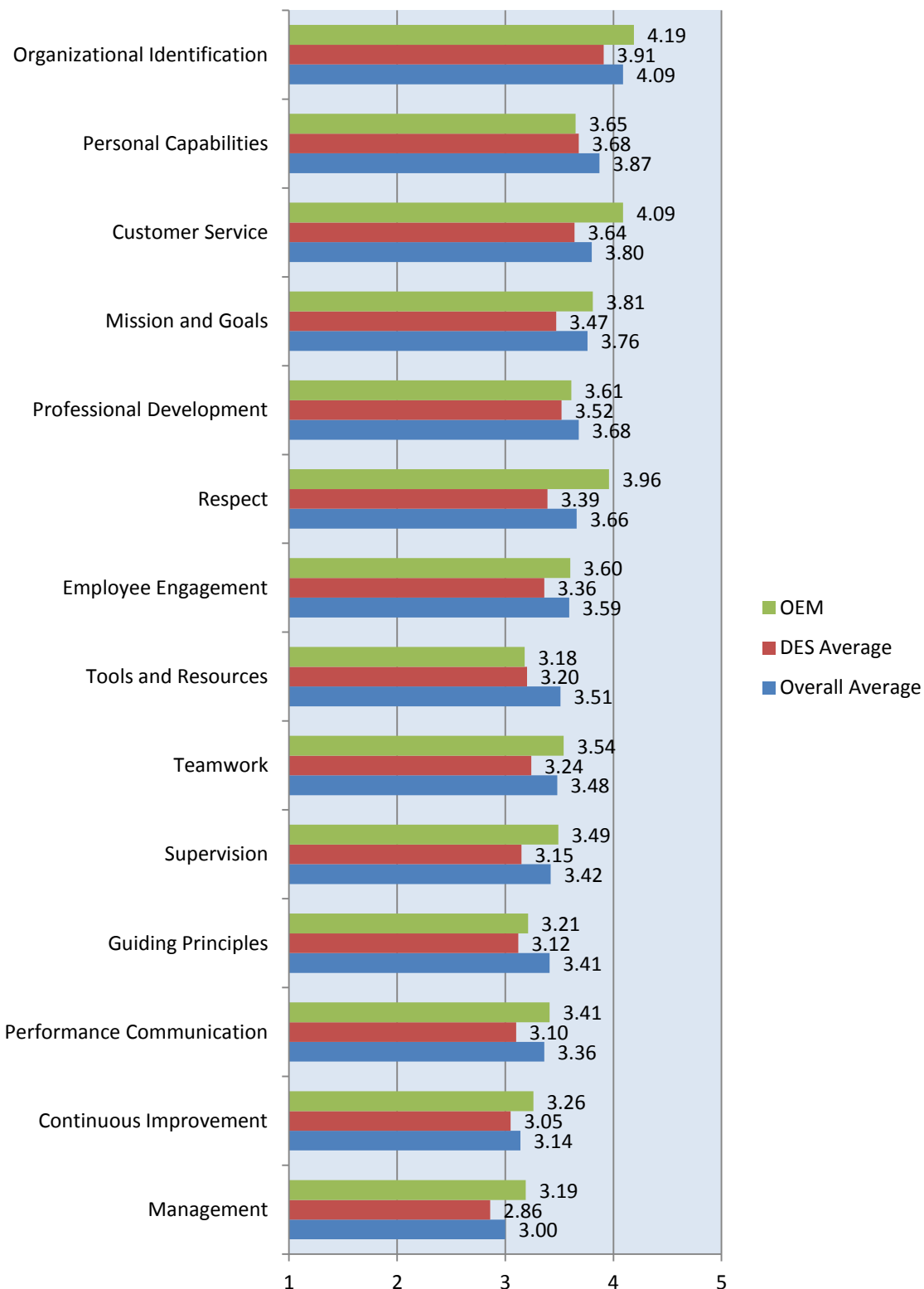
Human Resources Division (HRD)



HUMAN RESOURCES DIVISION RESULTS SUMMARY

- HRD employees are more positive about many aspects of their work environment than other DES employees. They are, in many respects more consistent in their responses than King County employees overall.
- HRD employees are strongly identified with their organization and report moderately high overall engagement. They are proud to work for King County and most would recommend it as a good place to work.
- HRD employees are more satisfied with their professional development opportunities and most feel confident that their skills are well-matched to job responsibilities. While more moderate, HRD employees report higher levels of feeling respected than others at DES.
- HRD employees feel more positive about customer service, the guiding principles, and continuous improvement, much more so than DES employees overall. Interestingly, HRD employees are also more positive than King County employees overall about continuous improvement.
- While still more moderate in their responses, HRD employees are more positive about the adequacy of their tools and resources and the teamwork they experience than other DES divisions.
- HRD employees are not overwhelmingly positive about their immediate supervisors or about the performance communication they receive. In particular, performance communication responses are very low, indicating that few employees think they receive adequate performance feedback and information to help them do their jobs. While these scores are consistent with King County overall, this is one area HRD leadership can look to for improvement, particularly given the strong link between supervision, performance management, and employee engagement.
- Of particular interest is that while moderate, HRD employees are more positive about their management than are other DES employees and are more connected to the King County guiding principles.

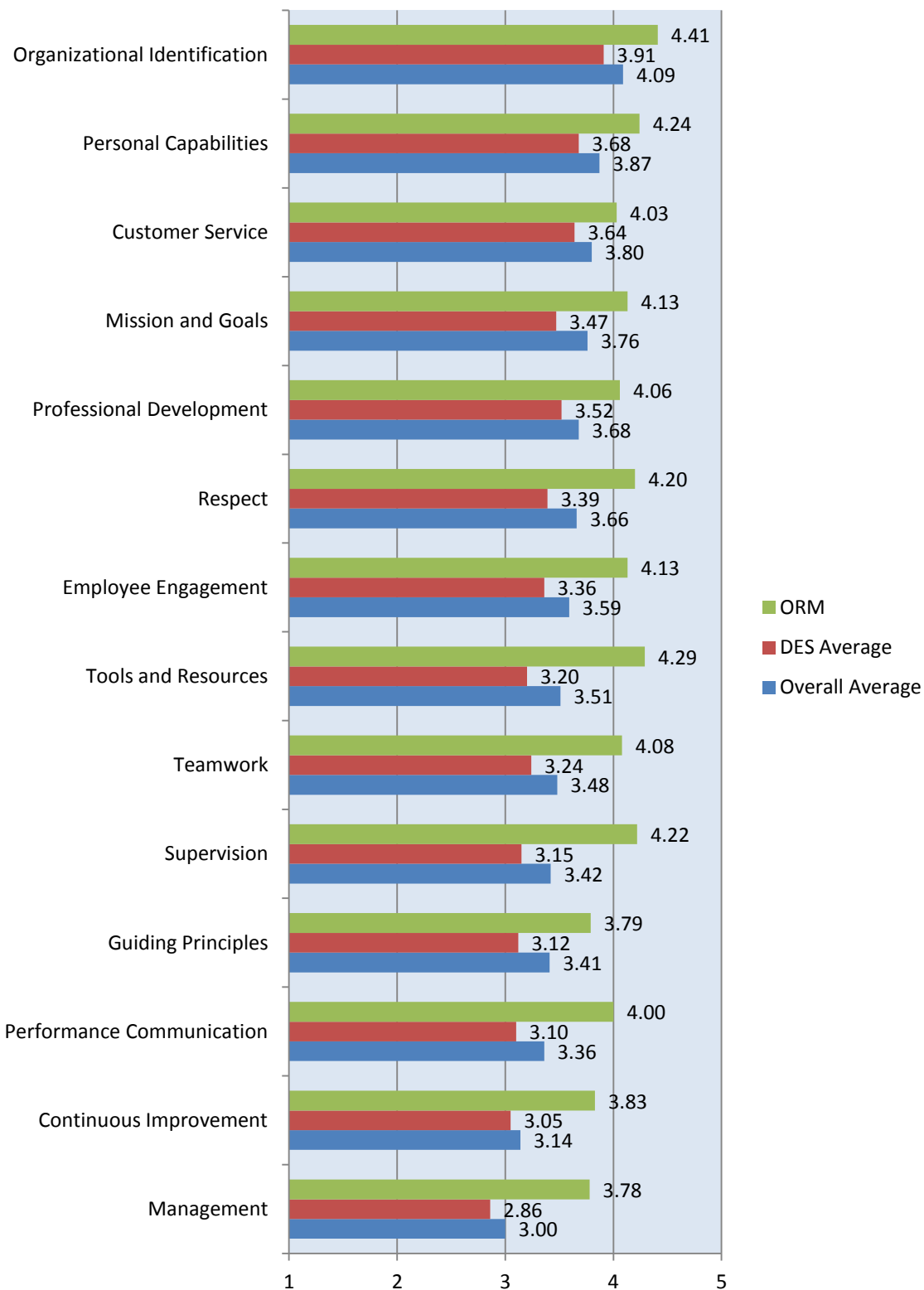
Office of Emergency Management (OEM)



OFFICE OF EMERGENCY MANAGEMENT RESULTS SUMMARY

- OEM employees report somewhat higher scores across items in the survey than DES employees overall.
- OEM employees report about the same engagement as King County overall, which is somewhat higher than for DES employees from other divisions. Of particular interest, is that these employees are much more positive about the extent to which they feel respected by others both outside and inside the OEM organization. This is much higher than DES overall and higher than King County as a whole.
- OEM employees are identified with their organization. The vast majority of employees report being proud to work for the County and would recommend it as a good place to work.
- Interestingly, while consistent with DES overall, OEM employees are less convinced that their capabilities match their job responsibilities than King County overall, and these scores are quite moderate.
- OEM employees are quite positive about how their office provides good customer service. Most employees believe their office provides high quality services and both solicits and uses customer feedback to improve.
- Like most employees at DES, OEM employees feel less positive about the tools and resources provided to do their jobs. They are also more moderate about professional development opportunities. Cuts to federal and state budgets may be an influence on these results.
- OEM employees report somewhat more positive perceptions of their management and of performance communication from supervisors. OEM scores are more consistent with the scores received from King County employees overall and do indicate some area for improvement, particularly given the strong relationship between supervision, performance communication, and employee engagement.
- OEM employees are somewhat more positive about their management than either DES or King County overall. Employees, however, indicate less connection to the King County guiding principles.

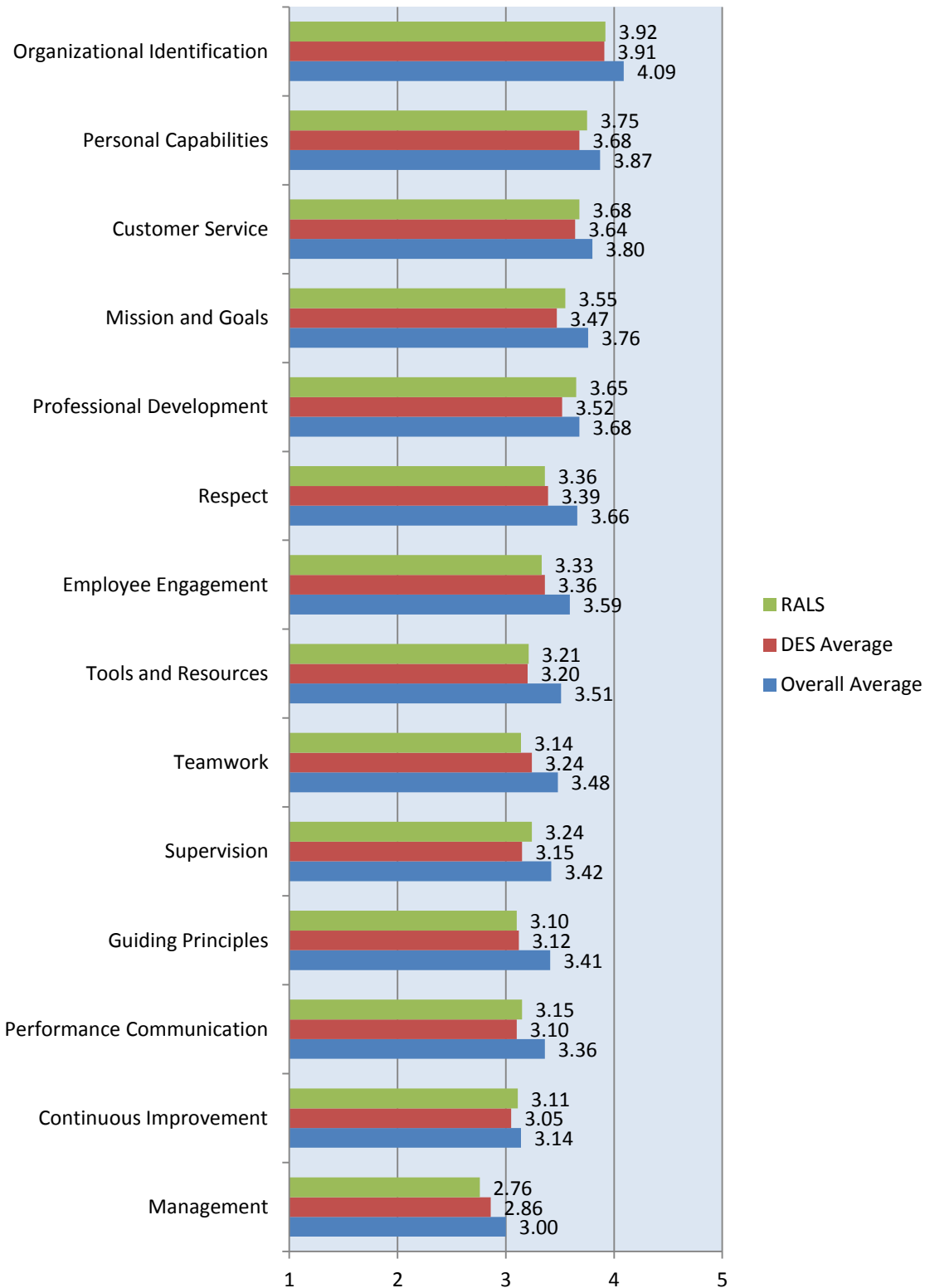
Office of Risk Management (ORM)



OFFICE OF RISK MANAGEMENT RESULTS SUMMARY

- ORM employees are much more positive about their work environment than employees at both King County and DES overall. In fact, this office reports some of the highest averages in this study.
- ORM employees are highly engaged and strongly identified with their organization. They would overwhelmingly recommend King County as a good place to work and are proud to work for the organization. They feel connected to the mission and goals of the organization and think they work in a place that respects employees.
- ORM employees feel strongly that they contribute to the mission and goals of the organization and think their skills are well matched to their work responsibilities. Interestingly, unlike the rest of DES or of the King County organization overall, employees do not feel overworked and they are satisfied with the tools and resources they have to do their jobs.
- Employees report very positive perceptions of their supervisors and of the performance communication they receive. They are much more satisfied with their management than most other groups at King County and all other groups at DES. This indicates employees have strong, positive relationships with the range of people in their organizations who can help them get resources, resolve issues, make critical connections, and give the recognition employees need to feel engaged and satisfied.
- ORM employees feel their office is strongly representative of the County guiding principles. They believe their office provides high quality customer service and that quality is valued by their organization. They are largely positive about continuous improvement, believing their division strives for improvement and takes active steps to learn and grow.

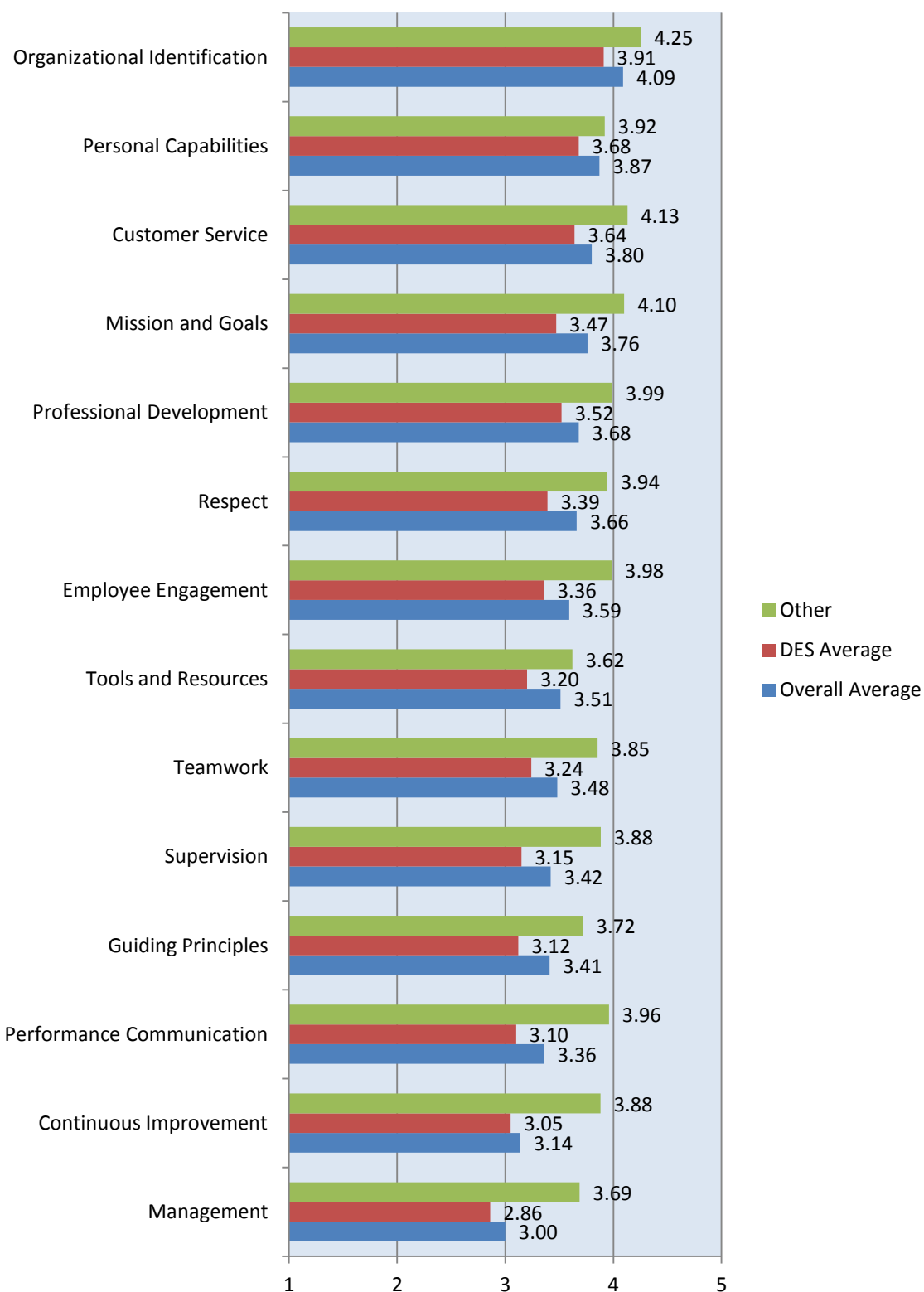
Records and Licensing Services (RALS)



RECORDS AND LICENSING SERVICES RESULTS SUMMARY

- RALS employees report perceptions very consistent with the DES organization overall. They are only moderately positive across items in the study and are strongly identified with the organization and most feel proud to work for King County.
- Employees are only moderately engaged at work. They are not overwhelmingly satisfied with their supervision or the recognition they receive. They indicate they do not have adequate resources to do good work.
- RALS employees are moderately positive about their own capabilities, but do not feel adequately resourced and do feel overworked. They are only moderate in their perceptions of the development opportunities they have at work to grow and develop.
- RALS employees feel only moderately respected at work by others at King County and within their own organization and are less positive about teamwork than DES overall.
- Employees report lower scores for supervision and performance communication, consistent with DES, but somewhat lower than King County overall. Given the strong relationship between satisfaction with supervision and performance communication, and employee engagement, this is an area RALS leadership should investigate as they seek to improve the employee experience.
- RALS employees are much less positive about their management than other employees at King County and at DES. This may be reflective of the distance between locations and the management changes this group has experienced in the last several years. Nonetheless, while these scores are much lower than DES leadership would like, it should be noted that lower management scores should be expected for these types of studies, particularly in organizations that are as spread out as RALS.
- RALS employees are more positive about customer service, continuous improvement, and the mission and goals of the organization than DES overall. They are consistent with DES results for their organization's reflection of the guiding principles of King County.

Other: Director's Office, Office of Civil Rights, Alternative Dispute Resolution, and Board of Ethics



“OTHER” RESULTS SUMMARY: DIRECTOR’S OFFICE, OFFICE OF CIVIL RIGHTS, ALTERNATIVE DISPUTE RESOLUTION, AND BOARD OF ETHICS

- “Other” employees report more positive scores across study variables than any group within DES. They are highly engaged employees who are strongly identified with their organization.
- These respondents are much more positive across variables than DES overall or King County employees overall. However, because there are only 25 respondents in this category, they did not have a large impact on the overall average for DES.
- These employees report very positive perceptions of their supervisors and moderately positive perceptions of their managers—much more positively than DES employees overall.
- “Other” employees, perhaps because of their specialization, have a stronger sense of their own capabilities and feel a positive sense of control over the decisions they need to make in their day-to-day jobs.
- These employees feel respected inside their organizations and from others at King County. They are also positive about how well their teams function internally and outside their organizations. While more moderate in their perceptions, these employees feel adequately resourced to do their jobs, though often report feeling overworked.
- “Other” employees are positive about continuous improvement and customer service, two key King County initiatives. They also feel their organizations are quite reflective of the County guiding principles.
- These employees are satisfied with their performance communication; they receive it regularly and report feeling that it helps them learn and improve.

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with ‘1’ being low and ‘5’ being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual’s responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC “SPLITS”

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

DES employees provided a large number of surveys with a 73% response rate. This high percentage of returned surveys provides high confidence that these results reflect the general attitudes about DES, their division, and King County as a whole.

DES SURVEY RESPONSES

DES Employees: 915

DES Surveys Received: 670

DES Response Rate: 73%

- ABT/BRC: 91%
- FBOD: 64%
- FMD: 71%
- HRD: 74%
- OEM: 100%
- ORM: 90%
- Other: 100%
- RALS: 72%

MISSING DATA

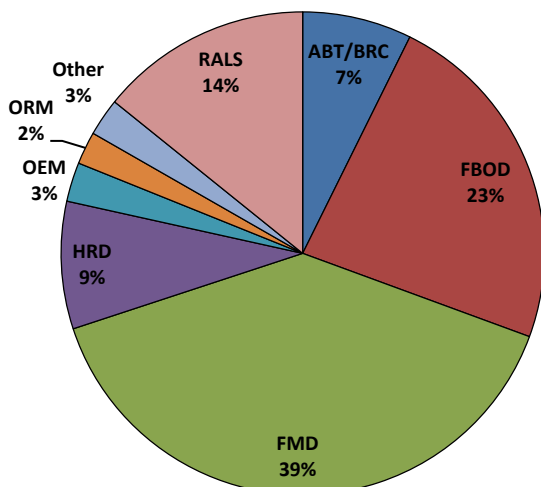
DES employees across divisions provided answers to most questions in the survey. Missing cases accounted for between 1 and 40 cases for an average missing data rate of less than 3%.

RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

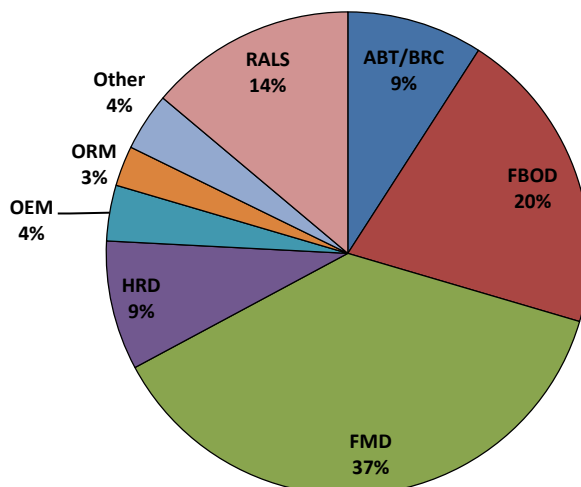
The following charts describe the make-up of survey respondents.

The chart below illustrates the largest percentage of responding employees work in the FMD division, followed by FBOD. This is why the DES overall scores are lower than might be indicated by the otherwise more positive responses by many of the DES divisions with lower numbers of employees. Because FMD scores are low, the volume of these responses pulls down the overall average by a significant amount.

PERCENT OF POSSIBLE RESPONSES
BY DES DIVISION

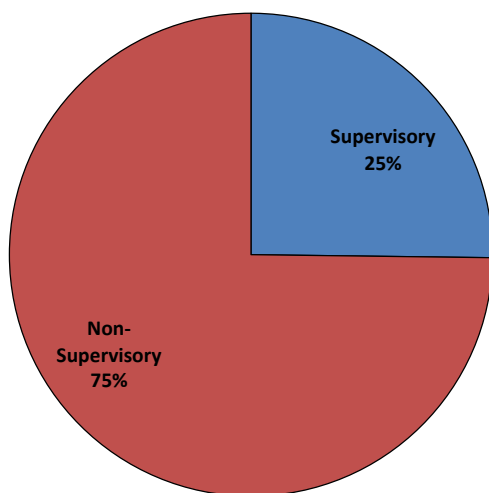


PERCENT OF TOTAL RESPONSES
BY DES DIVISION

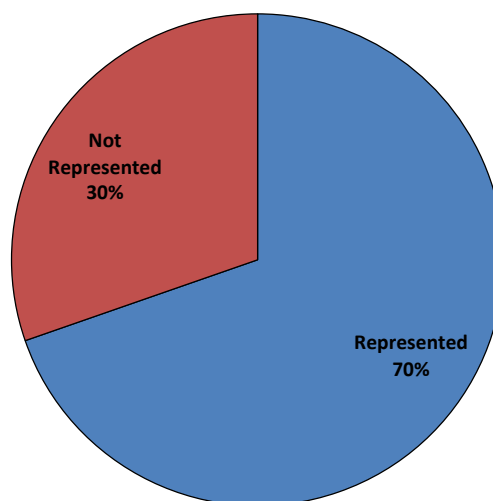


Most responding DES employees are non-supervising. Consistent with King County overall data, supervisors tend to be more positive across survey variables than other employees. In particular, they report somewhat higher identification with the job, but much more positive perceptions of the guiding principles, mission and values, and continuous improvement. This may be due to their ability to provide more input into these areas and a stronger sense of personal control over elements of their work. About two-thirds of responding employees are also represented.

**PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE**

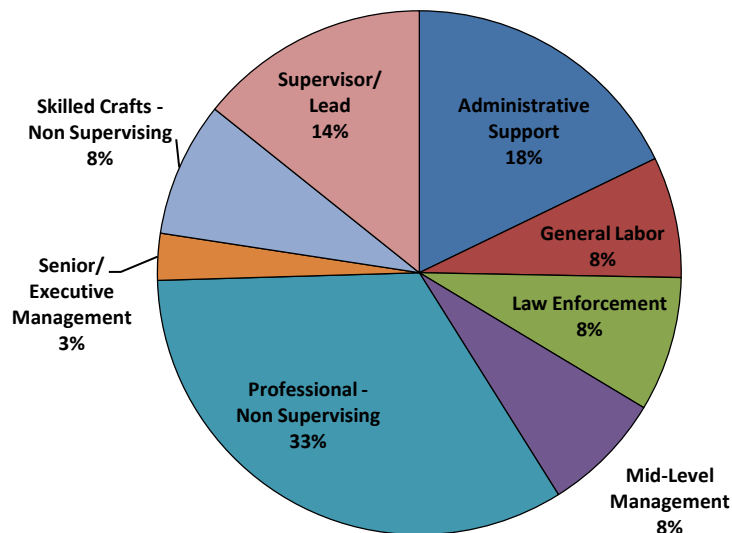


**PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION**

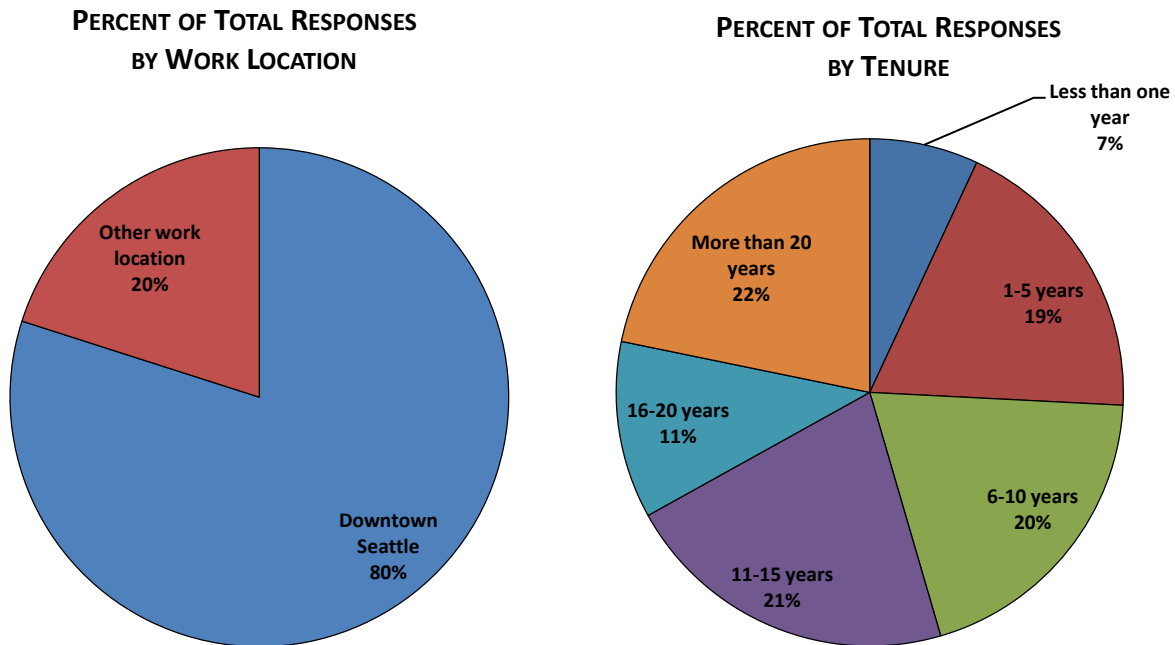


The chart below reports responses from different job positions within DES. While about one-third of employees are professional, non-supervising, employees are spread out across the range of other position categories. Those employees categorizing themselves as “Law Enforcement” report dramatically lower scores than do employees in every other position category. Mid-level, Executive, and Administrative personnel report more positive responses across variables than other position categories. Professional/Non-supervising employees report moderate to high satisfaction across variables. General labor reports less identification and generally less positive scores, though not as low as Law Enforcement. Law enforcement positions in DES include Security personnel in FMD and Animal Control Officer in RALS.

**PERCENT OF TOTAL RESPONSES
BY JOB DESCRIPTION**



Most responding DES employees work in downtown Seattle. However, with the larger sample size (670), it is possible to see that there are no notable differences between the perceptions of those who work downtown and those who do not. The one exception is with perceptions of management. Not surprisingly given the likelihood that those who work outside of Seattle rarely interact with their management, perceptions of management by those who work outside downtown are lower than Seattle employees.



Employees are fairly evenly spread out across tenure groups, with somewhat fewer employees with less than one year's tenure. Again, the large sample size enables a good view as to differences based on tenure. Consistent with King County overall, those with less than one year's tenure are the most positive across variables. Scores get progressively lower as employees reach 11 – 15 years when they start to raise quickly with the highest satisfaction across variables for those with more than 15 years of experience.

2009–2012 Comparison

Job Satisfaction for DES employees has remained consistently moderate between 2009 and 2012. While DES employees report somewhat more positive perceptions of how well their work group works with others, they report that they are less familiar with their department's mission and goals and somewhat less likely to say that they give direction to employees' work. Fewer employees think they have a clear understanding of what is expected of them at work or that they have the information they need to perform.

OVERALL SATISFACTION

2012 Average: 3.55

2009 Average: 3.60

Because of the diversity of DES groups, future years' analyses should focus on the division differences as they relate to changes in perceptions. However, these data reveal that DES employees may feel less connected to their jobs and their organization in 2012 as in 2009. Contributing factors may include increased workloads due to countywide initiatives (ABT, Space Consolidation) and reduced resources due to budget cuts.

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.60	3.55	-0.05
I would recommend King County as a good place to work.	3.84	3.64	-0.20
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.74	3.54	-0.20
My work contributes to the success of King County government.	4.50	4.24	-0.26
I am familiar with my department, division, or agency's mission and goals.	4.02	3.64	-0.38
My department, division, or agency's mission and goals give direction to my work.	3.56	3.27	-0.29
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.05	3.39	+0.34
I have a clear understanding of what is expected of me in my job.	4.15	3.76	-0.39
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.55	3.22	-0.33
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.13	3.10	-0.03
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.70	3.89	+0.19
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.36	3.53	+0.17
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.40	3.46	+0.06

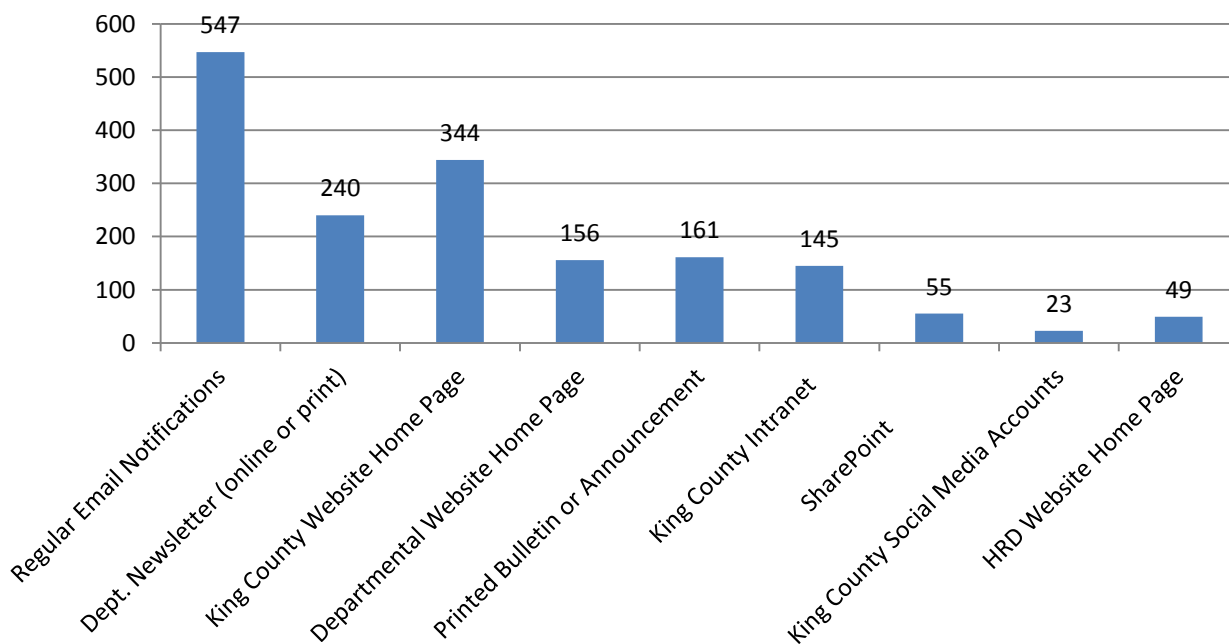
Note: Δ = positive or negative change in the average between 2009 and 2012.

Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Like King County overall, most DES employees prefer to receive information by email and other electronic methods. However, a large number of employees still get information from traditional print media. Further analysis should be undertaken to identify these employee groups to ensure they get the information they need. In a diverse department like DES, it is particularly critical to avoid one-size communication strategies as different media appear to be preferred by different types of employees.



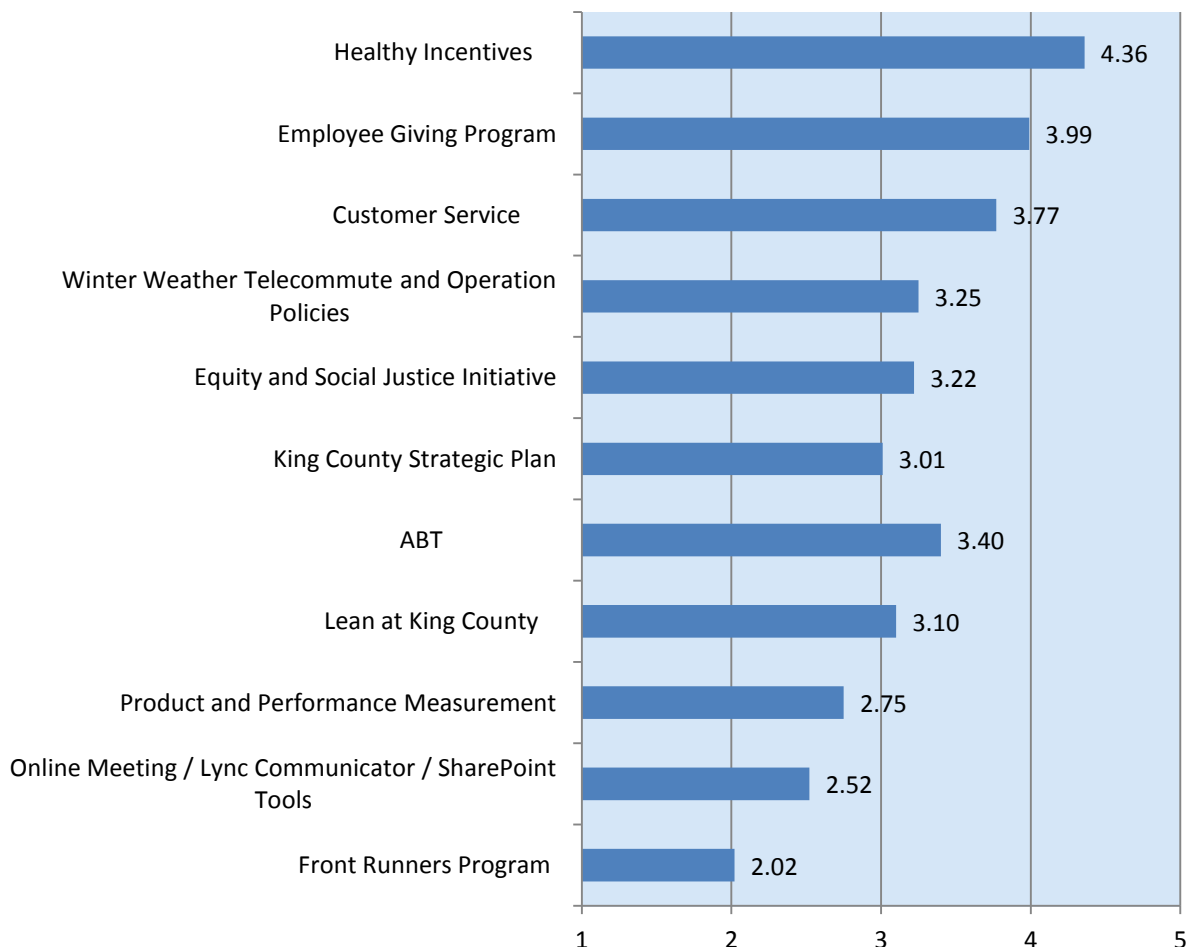
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

DES employees are about as familiar with County initiatives as other King County employees. However, they are more familiar with ABT and Lean than other groups at the County.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



APPENDIX:
2012 King County Employee Survey
(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

**King County Executive
Office of Performance, Strategy and Budget
401 5th Ave
Seattle, WA 98104
Phone: 206-263-9703
KCEmployeeSurvey@kingcounty.gov**